



Texas Board of Professional Engineers
Strategic Plan
2015 – 2019

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Statewide Strategic Plan



AGENCY STRATEGIC PLAN

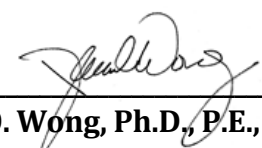
FOR FISCAL YEARS 2015-2019

By

TEXAS BOARD OF PROFESSIONAL ENGINEERS

July 11, 2014

SIGNED: 
Lance Kinney, P.E., Executive Director

APPROVED: 
Daniel O. Wong, Ph.D., P.E., Board Chair

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Board Members

BOARD MEMBERS	DATES OF SERVICE	HOMETOWN
Daniel O. Wong, Ph.D., P.E. Board Chair	Appointed Chair 04/11/13	Missouri City
James Greer, P.E. Vice Chair	04/14/06 - 09/26/15	Keller
Edward L. Summers, Ph.D., CPA Board Treasurer	07/27/06 - 09/26/17	Austin
Elvira Reyna Board Secretary	06/17/08 - 09/26/19	Denton County
Carry Ann Baker	01/07/11 - 09/26/15	Amarillo
Lamberto J. Ballí, P.E.	01/07/11 - 09/26/15	San Antonio
Sockalingam Kannappan, P.E.	05/25/09 - 09/26/17	Baytown
R. Kyle Womack, P.E.	04/11/13 - 09/26/17	Horseshoe Bay
Sina K. Nejad, P.E.	04/11/13 - 09/26/19	Beaumont

Texas Board of Professional Engineers Strategic Plan

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The Mission of Texas State Government

Texas state government must be limited, efficient, and completely accountable. It should foster opportunity and economic prosperity, focus on critical priorities, and support the creation of strong family environments for our children. The stewards of the public trust must be men and women who administer state government in a fair, just, and responsible manner. To honor the public trust, state officials must seek new and innovative ways to meet state government priorities in a fiscally responsible manner. Aim high...we are not here to achieve inconsequential things!

The Philosophy of Texas State Government

The task before all state public servants is to govern in a manner worthy of this great state. We are a great enterprise, and as an enterprise we will promote the following core principles:

- First and foremost, Texas matters most. This is the overarching, guiding principle by which we will make decisions. Our state, and its future, is more important than party, politics, or individual recognition.
- Government should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes.
- Decisions affecting individual Texans, in most instances, are best made by those individuals, their families, and the local government closest to their communities.
- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. Just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future and the future of those they love.
- Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions.
- State government has a responsibility to safeguard taxpayer dollars by eliminating waste and abuse, and providing efficient and honest government.
- Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.

The Regulatory Goals of Texas State Government

PRIORITY GOAL

To ensure Texans are effectively and efficiently served by high-quality professionals and businesses by:

- Implementing clear standards;
- Ensuring compliance;
- Establishing market-based solutions; and
- Reducing the regulatory burden on people and business.

Statewide Relevant Regulatory Benchmarks

- Percentage of state professional licensee population with no documented violations
- Percentage of new professional licenses as compared to the existing population
- Percentage of documented complaints to professional licensing agencies resolved within six months
- Percentage of individuals given a test for professional licensure who received a passing score
- Percent of new and renewed professional licenses issued online
- Percent of new business permits issued online

Texas Board of Professional Engineers Strategic Plan 2015 – 2019

INTRODUCTION

The Texas Board of Professional Engineers (TBPE) was created in 1937 in the aftermath of the New London School explosion which killed over 300 students and teachers, the result of an improperly designed gas heating system. The agency was created to protect the public health, safety, and welfare by regulating the practice of engineering through licensing of qualified engineers and enforcement of practice requirements.

Mission

Our mission is to protect the health, safety and welfare of the people of Texas by regulating the practice of engineering through licensure of qualified individuals and compliance with the laws and rules.

Agency Philosophy and Vision

Vision

A Well Engineered Texas

Philosophy/ Values

As professionals, we value:

- Ethical behavior
- Open communication
- Continuous learning
- Innovative ideas
- Efficiency
- Accountability

AGENCY OVERVIEW

The Texas Board of Professional Engineers (TBPE) is the state agency responsible for the implementation of the Texas Engineering Practice Act. The Board that governs the agency is composed of six Professional Engineers and 3 public members appointed by the Governor and confirmed by the Senate for six-year staggered terms. The chair of the Board is directly appointed by the Governor.

BOARD OF DIRECTORS

Daniel O. Wong, Ph.D., P.E., Board Chair: Received a Bachelor of Science in Civil Engineering in 1983, a Master's of Science in 1985, and a doctorate in Civil Engineering in 1988 from University of Houston. He currently serves as President and CEO of Tolunay-Wong Engineers, Inc. in Houston, Texas.

James Greer, P.E, Vice-Chair.: Received a Bachelor of Science in Electrical Engineering from the University of Texas at Arlington and an MBA from the M.J. Neeley School of Business at Texas Christian University. He joined TXU in 1984 and is currently the Senior Vice President of Asset Management & Engineering for Oncor Electric Delivery.

Edward L. Summers, Ph.D., Treasurer (Public Member): Former Professor of Accounting, Emeritus member of University of Texas at Austin, and a retired Certified Public Accountant. He received his B.A. and B.S. from Rice University in Chemical Engineering and his M.B.A. and Ph.D. from the University of Texas at Austin.

Baker, Carry Ann (Public Member): She is an attorney in private practice. She received two bachelor's degrees from Southern Methodist University and her law degree from the University of Oklahoma, School of Law.

Lamberto Ballí, P.E.: A South Texas native, he is a vice president at CP&Y, Inc. in San Antonio. He received a bachelor's degree from Texas A&M University.

Elvira Reyna (Public Member): Received a Bachelor of Arts from the University of Texas at Arlington. She served as a State Representative for District 101 in Mesquite from 1993 to 2007. She served on many legislative committees, including as Chair of the Local and Consent Calendar Committee, Higher Education, Criminal Jurisprudence, Public Safety, International Relations, and Environmental Regulation.

Sockalingam “Sam” Kannappan P.E.: Received a B.E. (Hons) in Mechanical Engineering from Annamalai University, Tamil Nadu, India and M.S. in Mechanical Engineering from the University of Texas, Austin. He is the author of the textbook on *Introduction to Pipe Stress Analysis*, and developer of Piping Analysis software EZFLEX.

Kyle Womack, P.E.: A native of the Midland/Odessa area, he obtained his Bachelor of Science in civil Engineering from Texas Tech University. After graduation he began a 38 year career at Parkhill, Smith and Cooper, Inc. - a multi-disciplined engineering/architectural firm where he currently serves as Vice President of Business Development.

Sina Nejad, P.E.: From Beaumont, Texas, he is founder and president of Sigma Engineers, Inc. He received both his bachelor and master degrees in Engineering from Lamar University. He is a structural engineer licensed to practice engineering in Texas and Province of Alberta, Canada, and an excepted engineer approved to engage in the practice of architecture in Texas.

SITUATIONAL ANALYSIS

External Assessment

The agency is divided into two major functional areas of Licensing and Compliance & Enforcement. Supporting functions include Finance, Human Resources, Information Technology, and Executive. A total of thirty one positions are budgeted. At the end of Fiscal Year (FY) 2013, there were 58,321 licensed professional engineers, 9,567 registered firms, and 13,877 Engineers in Training. During fiscal year 2013, 921 enforcement cases were opened, which is an increase over previous years. Over the past five years, the number of licensed PEs has grown steadily by more than 15% and the number has increased firms by more than 25%.

The populations which are served by TBPE include consumers of consulting and public sector engineering services which include the general public, builders, developers, industry, cities, counties, etc., as well as those who are licensed professional engineers or who seek licensure. With a focus on understanding the needs of the customers served by TBPE, input from a cross section of stakeholders was sought when developing the strategic plan. This input has been used to revise the strategic direction of the agency in order to better serve these populations.

During the 2012/2013 biennium, the Texas Board of Professional Engineers went through a Sunset Review. This was an extensive external assessment of the agency by the Texas Sunset Commission. Commission staff was present on site during 2012. They prepared a report for the Legislative Sunset Committee prior to the 2013 legislative session and two hearings were held. The report and hearings resulted in the creation of Senate Bill 204 (83rd Regular Session), which was the Sunset bill for the Texas Board of the Professional Engineers. This Sunset Review of the agency was positive, with no findings concerning operations or management. The report emphasized that “Texas has a continuing need to license and regulate Professional Engineers to protect consumers and ensure the competent and ethical practice of engineering.” The final summary for SB 204 noted that “the work professional engineers do has a significant bearing on the safety and welfare of all Texans that justifies the continuing need for State regulation.”

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- SB 204, Sunset Final Report

In addition to a Sunset Review of the agency, TBPE was also part of a Sunset Review of the Self-Directed Semi-Independent (SDSI) program which is the funding mechanism for the agency. The Sunset Report found that TBPE is a fiscally responsible and well managed agency and that the SDSI program should be continued. Several reporting and other improvements to the SDSI program in general were included in House Bill 1685 (83rd Regular Session).

As a result of the two Sunset Reviews and the subsequent legislation, the agency has developed the necessary processes and procedures and adopted rules to fully implement the statutory changes.

The primary changes made by the two bills were:

SB 204

- Continued the Texas Engineering Practice Act and agency operations until 2025.
- Increased maximum penalty from \$3,000 to \$5,000 per violation per day.
- Provided for enforcement capability including:
 - Summary suspension orders for imminent threat to public safety.
 - Cease-and-desist authority for unlicensed practice.
- Changed the application fee structure to defer \$200 professional fee until licensure is conferred.
- Required criminal history record checks for all new licensees and all current licensees.

HB 1685

- Recodified the SDSI program from Article 8930 of Vernon's Texas Civil Statutes and created Chapter 472 of the Texas Government Code.
- Generalized the SDSI program to cover all agencies with this status and set forth more comprehensive reporting requirements.

Rules to implement the statutory changes were adopted at the Board meeting in November 2013.

Internal Assessment

TBPE is a Self-Directed Semi-Independent (SDSI) agency. The program was originally a pilot project started in 1999 and was reconfirmed with the passing of House Bill 1685 in the 2013 legislative session with the aim towards improving service delivery while reducing appropriations from state general revenue. Since the pilot project began, the agency has been fiscally conservative and responsible and has developed internal policies to maintain a stable balance of revenues and expenditures. Financial oversight by the Board includes the Board Treasurer – Dr. Edward Summers – along with the agency Executive Director and Director of Finance providing guidance and close monitoring of agency budget practices. A fund balance policy has been established by the Board to determine when expenditure and revenue adjustments may be necessary to maintain a reasonable and responsible account balance. This policy has been very effective and has been shared as a model for other SDSI agencies. Through efficient use of resources and conservative spending control, the agency has been able to improve services and handle an increase in workload with only minimal changes to staffing and without raising renewal fees for over 10 years.

As an SDSI agency, TBPE functions just like other state agencies, with the exception of the appropriations process as all funding is generated exclusively by fee collection. Using a continuous budget process instead of a biennial appropriation cycle, TBPE is able to explore best practices that must account for performance and productivity using business modeling and recognized quality systems such as the Baldrige Excellence Criteria and continuous process improvement concepts.

With the goal of continuous improvement, TBPE has undertaken the **Journey Toward Excellence (JTE)** program as an internal improvement initiative based on the Malcolm Baldrige criteria for performance excellence. The program is a coordinated effort of agency leadership and staff to incorporate process improvements, customer focus, workforce focus, and results measurement into effective strategic planning. Within the last four years, TBPE has been recognized three times by the Quality Texas Foundation with the Texas Award for Performance Excellence – for Engagement, Commitment and Progress Levels - and is the only state agency to have achieved this level of performance.

Strategic Planning

In 2011, TBPE staff implemented a continuous improvement initiative called the Journey Toward Excellence (JTE) using the Malcolm Baldrige structure for guiding principles. A key part of this program was to create a Strategic Planning process that would expand upon the framework required by law and could be used to more effectively guide and drive agency functions. The JTE approach to Strategic Planning is an annual (instead of biennial) cycle which starts by gathering Board member and stakeholder input regarding agency goals, objectives, and strategies that we are currently implementing. Targeted questionnaires were sent to stakeholder groups and the three standing Advisory Committees were asked for input at their regularly scheduled meetings. In the analysis of goals, objectives, and strategies, we asked for input using a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for each element. The biennial Survey of Employee Engagement (SEE) was used for information regarding agency operations from the employee perspective. Responses from customer service surveys were reviewed and input included in the analysis. Those efforts culminate in the biennial strategic plan with an annual interim plan which includes establishment of unified goals and objectives and a staff-level implementation plan that includes individual projects and strategies.

Customer Focus

The work of TBPE is inherently customer focused and success relies on our ability to communicate effectively with the public as consumers of engineering work and with the engineers we license. An internal/external assessment helps determine how the agency is meeting the needs of the external customer.

The primary customers of TBPE are the citizens of Texas who benefit from the effective regulation of engineers who are involved with everything from the design of buildings and

roads to clean water and development of energy resources. Licensed professional engineers are also customers, as are the clients and industries that employ them. Other critical stakeholders include local city and county governments and other state agencies that utilize professional engineering services and rely on the Board for information and enforcement of laws and rules.

Texas has roughly 59,000 licensed engineers and over 13,000 engineers-in-training (EITs). Serving the public requires keeping the regulated engineers engaged and informed. To help accomplish that, TBPE strives for efficiency and ease of use for all of the services it provides. We listen to our customers in a variety of ways:

- General customer survey – Sent annually and we have a link always available;
- Licensing survey – Sent to each applicant who completes the application process;
- Exam survey – Sent to all examinees ;
- Outreach survey – Available to outreach attendees (more than 11,000 individuals last year);
- Special surveys – Sent to special groups as needed to gain input for specific topics;

Professional and technical organizations that represent the professional engineering community are important stakeholders and act as resources to support the agency's core charge of protection of the public. These organizations include professional societies such as the Texas Society of Professional Engineers and the American Council of Engineering Companies, as well as technical societies representing engineering disciplines including civil, structural, environmental, electrical, and mechanical engineering. Open lines of communication with these groups are essential to accomplishing the goals of the agency and working with the engineering community.

Schools of engineering in colleges and universities across the state, including both faculty and students, are vital customers or consumers of the information which TBPE provides. Engineering students are the professional engineers of tomorrow, and TBPE provides guidance on ethics, the importance of licensure, and the examination process. Students in the public education system in Texas are also considered customers as they may one day wish to pursue a career in engineering. TBPE strives to communicate and work with stakeholders in education to provide the necessary information and support for the development of competent and ethical engineers.

TBPE also works collaboratively with other stakeholders including other state agencies with similar areas of focus. Several state agencies that employ, interact with, and are involved with the work performed by engineers include the Texas Department of Insurance, Texas Department of Transportation, Texas Commission on Environmental Quality, Texas Board of Architectural Examiners, Texas Board of Professional Geoscientists, and the Texas Board of Professional Land Surveying.

In addition to communicating with customers and stakeholders directly, Board Rules have also established Advisory Committees which meet at least annually to discuss Board activities and give input on potential issues. TBPE has three standing advisory groups

- Education Advisory – consisting of the deans of all engineering colleges in Texas
- Governmental Advisory – consisting of representatives of governmental agencies, cities, counties, and other political subdivisions
- Industrial Advisory – consisting of representatives of different industries in Texas

Workforce Focus

TBPE has a highly competent and talented workforce comprised of 31 full-time employees. Our team includes six licensed professional engineers and one attorney. Four members of agency staff are veterans. Roughly two thirds of staff members have college degrees; five of which are advanced degrees, including one doctor of jurisprudence. Four of our staff members are continuing their education, three of whom are pursuing advanced degrees. The agency is attentive to equality in hiring and staffing, and monitors racial and gender demographics as required by state law.

The agency is dedicated to a high quality workforce and a healthy work environment. The workforce has a history of stability, as 75% of current employees have been with the agency for more than five years. The agency supports career laddering and succession planning as an essential component to creating a successful workplace and to employee retention and continues to include these in its strategic planning objectives. It is a focus of senior leadership to create a competitive environment within the budgetary constraints of the agency, which translates to a more productive working environment where the employees are satisfied with their jobs and are included in the development of new and changing processes. As a result of these ongoing efforts, we are seeing positive improvements in all areas of employee satisfaction measures in the Survey of Employee Engagement.

TBPE has a number of indicators for employee satisfaction, but the most comprehensive measurement is the Survey of Employee Engagement (SEE). For several years, TBPE has used this survey, implemented by Institute for Organizational Excellence at the University of Texas, to assess employee satisfaction. The SEE polls all agency staff on a number of constructs such as teamwork, internal communications, management, benefits, etc. The SEE has been a valuable tool to help identify areas for potential growth for the agency. (Appendix F). The results of the survey help agency management understand where internal engagement and activities have been successful and provide guidance for continued improvement. Utilizing this tool for planning and engaging the workforce is very effective as indicated by the results of the most recent SEE (2013). By focusing on the important issues as reported by our employees, TBPE was able to achieve a 10% increase in overall employee satisfaction and

TBPE was able to achieve a 10% increase in overall employee satisfaction and engagement through its continuous improvement efforts and exceeded all state agency benchmarks on every component construct in the Survey of Employee Engagement.

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Measurement/Results/Operations

The agency has undergone a complete review of all performance measures to determine relevancy to the mission and core functions and continuously utilizes the resulting data in process improvement. One of our strategic objectives for the agency is the ongoing review and improvement of the performance measurement system, and the agency has a standing team that reviews and evaluates performance measures and performance results. Each strategic planning team and initiative must identify relevant performance measures and criteria for success. Agency performance measures are collected and monitored on a regular basis, and are reviewed by the full Board twice each year.

Current Year Activities

The current fiscal year activities include:

- **Legislative Implementation** – The implementation of procedural changes related to SB 204 has been a major focus of staff resources in the past year. Implementation began with rule development and adoption. The Criminal History Record Check (CHRC) for new applicants and for all renewing active professional engineers has had the largest impact on agency operations and has required a significant amount of staff time and resources to implement. The CHRC has required extensive procedural changes for licensing and enforcement. Revisions to the internal database, website, and online payment systems required fast and accurate program development by our IT team, and an extensive communications plan was developed to insure all licensees and applicant impacted by this change had the information they needed to successfully meet the requirement. The agency has had to work with the Texas Department of Public Safety and its sole fingerprint vendor, MorphoTrust, to implement this program and has had to find innovative solutions to various hurdles and issues arising from their pre-existing systems and complex business processes. TBPE continues to work with our customers, vendors, and staff to minimize the overall impact of this mandate and will complete the project on time as required by the end of the 2014 calendar year.
- **Journey Toward Excellence** – TBPE is focused on efficiency, quality, and excellence in everything it does. As such, all of the agency's continuous improvement efforts - including the Strategic Plan, Survey of Employee Engagement, Customer Service Surveys, and the Quality Texas / Baldrige Criteria - have been coordinated under the umbrella of the Journey Toward Excellence. The goal is to have a coordinated and unified approach to the work that is done by the agency, to become more productive and efficient, and to improve communication and management involvement. The result has been impressive, with improvements in all areas of our operations and

recognition of the progress made by TBPE. This is indicated by positive feedback from stakeholders, increased measures of employee engagement, a positive review by the Sunset Commission, and recognition and awards by the Quality Texas Foundation. In the coming biennium, the agency will continue to develop and implement its strategic goals and objectives through implementation teams and projects.

- **Quality Texas** – Texas Board of Professional Engineers was recognized for continuous improvement efforts for the third time in four years by the Quality Texas Foundation. Quality Texas engages businesses and organizations at the state level utilizing the nationally recognized Baldrige Performance Excellence Program. TBPE is the only state agency to have achieved this level of performance. In FY 2016, TBPE intends to continue its pursuit of excellence through the Quality Texas / Baldrige quality program and submit an application for the Texas Award for Performance Excellence, the highest level of recognition by the Quality Texas Foundation.

TBPE was recognized for continuous improvement efforts for the third time in four years by the Quality Texas Foundation and is the only state agency to have achieved this level of performance.

- **Process review and improvement** – TBPE has a major goal of continuous improvement all of its processes and procedures, with a focus on efficiency, cost savings, and customer service. For example, the Compliance & Enforcement division has implemented the first phase of its innovative electronic case management process improvement project. This project has created a completely paperless case handling system, allowing for a faster case review and turn-around time and more efficient handling and tracking of documents. This project has been developed in-house utilizing the internal IT staff programming and project management resources. Many more projects such as this are in the planning stages at TBPE.
- **Outreach** – The agency plans to continue to grow and expand its highly successful outreach program. TBPE continues to coordinate and conduct public speaking opportunities to provide ethics training and other public information to licensed engineers, students, government entities and officials, and members of the general public, and has begun delivering webinars to engineers and students which have been very well received. TBPE is also active on a national and international level, including relationships with other licensing organizations in five countries. A key strategic objective for the coming biennium is to increase agency outreach and visibility by creating new opportunities to communicate with our stakeholders in the most innovative, effective, and meaningful ways possible.

Agency Goals

The Texas Board of Professional Engineers has developed the Journey Toward Excellence framework to unify all of its continuous improvement efforts. Agency strategic planning, the Survey of Employee Engagement, customer service surveys, and the Quality Texas / Baldrige Criteria have all been coordinated under the umbrella of the Journey Toward Excellence to provide a coordinated approach to the work of the agency, to improve our efficiency, ensure that our policies, processes, and procedures are of the highest quality, and that everything we do is aligned with our statutory mandate, and our mission, vision and values.

As part of our strategic planning process and in support of the Journey Toward Excellence, we have divided our overall agency goals into two logical groupings: our core functions and our strategic goals. The core functions are our key activities as defined by our mission and our statutory requirements. Our strategic goals were developed in conjunction with our stakeholder process and set the focus for our process improvement methodology.

Core Functions

The agency is divided into two primary program functions by division: Licensing and Compliance & Enforcement. All other activities within the agency are intended to support these core functions. Towards that end, performance measures are collected and tracked to provide data for management to determine how well the agency is carrying out mission-critical tasks of daily business. These performance measures are found in Appendix D.

TBPE core functions are the unique mission-critical activities that are essential for the protection of the public - licensing and compliance & enforcement – as set out in the agency’s enabling statute.

TBPE core functions are the unique mission-critical activities that are essential for the protection of the public - licensing and compliance & enforcement – as set out in the agency’s enabling statute. In addition, a statutorily required purchasing goal is included related to acquiring goods and services from Historically Underutilized Businesses.

A - Licensing

We will provide a licensing system to ensure that only qualified and competent Texas licensees and registered firms practice professional engineering in Texas.

A.1 – Licensing Individuals

Ensure that all individuals offering engineering services to the public become licensed and maintain a current license, and that applications for licensure are considered and acted on in a timely manner.

A.1.01. Provide licensing assistance, review and evaluate all applications for licensure, and license those individuals found to be qualified.

A.1.02. Provide engineering examinations required for licensure.

A.1.03. Maintain and provide accurate and timely information to license holders regarding the law and Board rules.

A.1.04. Provide an effective licensing renewal process.

A.1.05. Provide outreach related to licensure.

A.2 – Registering Firms

Ensure that all firms offering engineering services to the public become registered and maintain a current registration, and that applications for registration are considered and acted on in a timely manner.

A.2.01. Provide registration assistance, review and evaluate all applications for registration, and register those firms found to be qualified.

A.2.02. Maintain and provide accurate and timely information to firms regarding the law and Board rules.

A.2.03. Provide an effective firm renewal process.

B – Compliance and Enforcement

Provide the public with swift, fair, and effective enforcement of the Texas Engineering Practice Act to protect the health, safety, and welfare of the people of Texas.

B.1 Compliance and Enforcement

Ensure fair and due process for all reported violations of the Texas Engineering Practice Act and Board rules.

B.1.01. Investigate and reach final resolution of reported violations of the Texas Engineering Practice Act and Board rules in a timely and consistent manner.

B.1.02. Promote ethical and professional behavior of licensed professional engineers.

C – Historically Underutilized Business Purchases

Establish and implement policies governing purchasing and public works contracting which foster meaningful and substantive inclusion of Historically Underutilized Businesses (HUB). This Goal is required by Texas Government Code Section 2161.

C.1.01. Include HUBs for total contracts and subcontracts that will meet or exceed the state average percent usage for contracts awarded annually by the agency.

STRATEGIC GOALS

The following goals and objectives were developed as part of the improved strategic planning process with an eye toward continuous improvement and the Baldrige Quality Criteria. They were developed with Board member, external stakeholder, and internal staff input, and have resulted in three primary areas of concentration: improvements in customer communication, efficiently developing and managing agency resources, and process and product improvements.

TBPE leadership is committed to the vision and implementation of these goals and objectives and to be a catalyst for strategic, forward thinking, and cross-functional planning in these priority areas:

Goal 1: Customer Communications

Baldrige Criteria: Customer Focus

Rationale: Providing information and education about professional engineering to the various stakeholder groups in Texas is key to achieving the mission of the agency. Doing this effectively requires a focus on a world class customer experience. Effective communication can include everything from providing more information to the public about the responsibilities of an engineer and when an engineer is required, engaging local government officials who employ engineers and utilize engineering services, clarifying licensure requirements to new engineers, educating professional engineers on enforcement and ethics, a state of the art website and social presence, to getting young students excited about engineering as a future profession. We envision creating new opportunities to communicate with our stakeholders in the most innovative, effective, and meaningful ways possible.

TBPE envisions creating new opportunities to communicate with our stakeholders in the most innovative, effective, and meaningful ways possible.

Objective 1: Visibility and Customer Communications

Develop and implement a program to increase agency visibility, communications, and engagement across customer groups and stakeholders.

- Customer groups include: professional engineers, engineering applicants, governmental bodies and officials, industry, engineering professional and technical organizations, university engineering faculty and students, K-12 STEM, the legislature, and the public at large
- Methods include: Outreach (in person, webinar, conferences, etc.), Website, Newsletters, Social Media, Print Media

Objective 2: Customer Service

Develop and implement a world class customer service program to provide an excellent customer experience.

- Staff Training
- Information and Materials
- Systems & Processes

Goal 2: Organizational Resource Development

Baldrige Criteria: Workforce Focus

Rationale: We recognize that our team members are the cornerstone of our agency's success and the drivers of our processes. By providing for their needs and professional development, we build an engaged and productive workforce and therefore can fulfil our agency mission more effectively. Engaging staff in every aspect of the agency operations fosters accountability, creativity, and ownership.

Objective 1: Employee Training

Provide employees appropriate training for professional and personal growth

- Review and enhance agency training program
- Develop a succession and retention plan for all agency positions

Objective 2: Internal Communications

Enhance internal communications at all levels within the agency

- Enhance Internal Communications
 - Code of Conduct
 - Between Departments
 - Between Management and Staff
- Develop agency Alternative Dispute Resolution (ADR) program

Objective 3: Work Place Improvements

Ensure a well-maintained, safe, and healthy physical environment

- Building Support Team
- Safety Team

Goal 3: Process and Product Improvements

Baldrige Criteria: Operations Focus

Rationale: Achieving the agency mission requires the best possible processes and procedures in our main functional areas - Licensing and Compliance & Enforcement. These core competencies are supported by sound financial processes and robust and innovative technology. In our Journey Toward Excellence, we strive to improve all of our agency processes and procedures by employing and building upon the latest technology, performance monitoring to support data-driven operations, and systematizing improvement procedures.

Objective 1: Process Documentation

Thoroughly define and document agency processes

- Review and improved documentation methods and content, including use of electronic tools such as agency Wiki and Laserfiche

Objective 2: Performance Measures

Develop and act on appropriate performance measures

- Analyze current performance measures for validity, usefulness, and relevance
- Develop a system to utilize and communicate performance measures to improve agency functions

Objective 3: Software and Hardware Development and Improvements

Implement solutions which are innovative, adaptive, expandable, secure, and stable

- IT Infrastructure Planning
- Software Improvements
- Software / Project Development Processes, including Project Methodology and Project Prioritization

PERFORMANCE MEASURES

TBPE leadership and staff have designated the following indicators as Outcome Measures based on the state definitions. Each of these is explained in detail in Appendix D. These relate directly to agency Core Functions, Strategic Goals, or are required separately by statute.

Outcome Measures

1. Percent of Licensees with No Disciplinary Actions taken by the Board
2. Number of Cases Opened and the Number Opened from the Public
3. Number of enforcement Cases that Allege a Threat to Public Health, Safety and Welfare and the Disposition of those Cases
4. Number of Complaints Resolved and Number of those from the Public
5. Recidivism Rate of Licensees
6. Number of Complaints Resolved and Number Resulting in Disciplinary Action taken by the Board
7. Number of Complaints Dismissed and the Reason for dismissal
8. Number of sanctions imposed by Board Action and Type
9. Number of Cases of Unlicensed Practice
10. Percentage of total dollar value of purchasing and public works contracts and subcontracts awarded to HUBs
11. Percentage Rating for Customer Service / Satisfaction

Output Measures

1. Number of Disciplinary or Administrative Actions Taken by Type and by Board Action Level
2. Number of New Licenses Issued to Individuals.
3. PE Licenses Renewed by Quarter
4. Number of New Firm Registrations
5. Firm Registrations Renewed by Month
6. Number of Attendees for Outreach Events
7. Number of Outreach Events
8. Number of Website Hits / Downloads (Select Pages)
9. Number of Staff Training Events
10. Number of HUB Contracts and Subcontracts Awarded
11. Dollar Value of HUB Contracts And Subcontracts Awarded

Efficiency Measures

1. Average Time for Complaint Resolution
2. Average Processing Time per New Individual Licenses Issued (by type)
3. Average Cost Per Attendee for Outreach Activities

Explanatory Measures

1. Percentage of continuing Education Audits in compliance with requirements
2. Total Number of Individuals Licensed
3. Percentage of Applications received online
4. Percentage of Individual License Renewals Handled On-Line
5. Total Number of Firms Registered
6. Percentage of Firm Renewals Handled Online
7. Number of Individuals Examined (by exam type)
8. Number of Certificate Holders (EIT)
9. Number of Official Personnel Complaints

TECHNOLOGICAL DEVELOPMENTS

Web-Based Improvements – Secure Online Transactions

A significant part of doing modern business and government efficiently and effectively is to handle many processes and transactions online. TBPE has developed many online processes that meet our changing customer needs. TBPE has utilized an internally developed online payment process system since 2005, and has continued to refine the application as more functionality has been added while expanding services to customers. The system allows license holders and registered firms to pay their license renewal with their credit card and update their record information online 24/7. Approximately 80% of all P.E. license and firm registration renewals are processed through this system.

In addition, a new online system has been developed to allow professional engineering licensure applicants to submit their applications electronically. An online tracking system, based on successful models such as Amazon and FedEx, allows applicants to track their application through the process. This interactive web-based technology has reduced turn-around time for processing new applications, reduced errors caused by redundant data entry, and has allowed the agency to reduce the amount of paper and cash handling. In addition, the tracking system has reduced telephone calls from applicants checking on their status, thereby allowing application review staff to focus on processing the application instead of answering telephones. Customer surveys of applicants indicate that these improvements are effective and very much appreciated, with respondents indicating their desire for other agencies to do something similar. The next phase of improvements to our online system will allow the applicant to upload supporting documents electronically.

Additional, an online complaint process is in development. This system envisions a process whereby the technology developed for the licensing division is adapted for the enforcement division. When the system is complete, complaints may be filed and tracked online, with messages and updates generated and emailed automatically as necessary.

Web-Based Improvements – Agency Website

The TBPE website was recently updated to match the look and feel of a recent rebranding project. The visual improvements included the implementation of the new logo and color scheme; a streamlined homepage and simplified internal pages; and the addition of an events calendar and quick links to commonly used pages. The next step in the process is to reorganize all content, menus and search criteria for ease of navigation.

Webinars for Outreach

The agency conducted 171 outreach presentations in calendar year 2013, reaching over 14,000 individuals. To reduce the amount of staff time and the cost of travel, webinar technology has been utilized as an option for presentation delivery. The new agency goal of External Communication will focus on further utilization of this tool to reach more individuals and reduce the presentation workload on agency staff.

Web Hosting – Cloud Storage

TBPE recently contracted with Amazon Web Service (AWS) through the Vintage IT Services/DIR Cloud Storage Contract. At this point, we are utilizing their storage for website hosting, online application hosting and long term archives.

Internal Software

Wiki technology, similar to that used for developing the online dictionary Wikipedia, is the preferred platform used by TBPE to document agency processes and procedures allowing ease of change and tracking of versions. Each staff member is empowered to make edits as necessary, allowing them to update procedures in real time sharing throughout the agency online. Laserfiche was added as a tool for organizing and storing electronic documents, an important aspect of the Product and Process Improvement goal. This system has allowed the agency to continue to move toward a paperless office, with files and records scanned and shared electronically. The Compliance and Enforcement team has moved to a completely paperless complaint system which has in turn allowed for a faster case hand-off and case review turn-around time.

Criminal History Record Check Implementation

In response to the Legislative requirement to implement a Criminal History Record Check (CHRC) process, TBPE IT Staff programmed an entire system to allow the submission of CHRC evidence prior to renewal, to track the submissions in the internal database and to allow the import of data files from the state's vendor Morpho Trust and the Department of Public Safety (DPS).

Technology Initiative Alignment (2014)

The table below depicts the format and mapping of the Texas Board of Professional Engineers' current and planned technology initiatives to the agency's business objectives.

TECHNOLOGY INITIATIVE	RELATED AGENCY OBJECTIVE/(S)	RELATED STATE TECHNOLOGY PRIORITIES	ANTICIPATED BENEFIT(S)/CAPABILITIES OR BARRIERS
Evaluate and improve existing processes for deployment of online payments and automated data capture. Continuous improvement to online services provided.	Goal 3 – Process and Product Improvement	Cloud Services, Data Management, Mobility	Better agency efficiency which leads to better customer service to our license holders.
Utilize recently implemented technological solutions to reduce costs and improve efficiencies for outreach, including webinars, email	Goal 2 – External Communication	–Cloud Services, Network	Webinars and online meetings can be much more economical in regard to travel expenditures and time lost due to travel. Emailed

TECHNOLOGY INITIATIVE	RELATED AGENCY OBJECTIVE/(S)	RELATED STATE TECHNOLOGY PRIORITIES	ANTICIPATED BENEFIT(S)/CAPABILITIES OR BARRIERS
marketing and other web-based solutions.			messages are much more timely and economical than mailings.
Integrate document management system (Laserfiche) into current agency processes.	Goal 3 – Process and Product Improvement	Business Continuity, Network	Scanned documents were integrated into Laserfiche. Agency documents are being added for ease in document retrieval, archiving and timely disposal.
Accessibility has been tested and necessary changes have been implemented internally. The agency is now working with WorldSpace through the DIR contract to test agency webpages and correct any identified issues.	Goal 2 – External Communication And Goal 3 – Process and Product Improvement	Mobility	This will ensure that all individuals, regardless of disability, can use the tools effectively to obtain the same results.
Expand usage of social media for communication purposes	Goal 2 – External Communication	Mobility, Network, Cloud Services	Facebook, Twitter, RSS Feed, LinkedIn and email marketing through Constant Contact.
Compliance & Enforcement Division case tracking process improvements	Goal 3 – Process and Product Improvement	–Network, Cloud Services, Mobility	This project will improve case tracking, allow online complaint submission, document upload and tracking of cases for the complainant and the respondent.
Participate in the DIR Legacy Study to identify legacy software and hardware and correct any deficiencies.	Goal 3 – Process and Product Improvement	Legacy Modernization	Improvements will ensure agency stability and security. All XP installations have been upgraded to Window 7. Other identified legacy items are identified and are on the priority list to be mitigated in the next few months.
The agency recently restructured the	Goal 3 – Process and Product Improvement	IT Workforce	These logical changes will better enable the agency to

TECHNOLOGY INITIATIVE	RELATED AGENCY OBJECTIVE/(S)	RELATED STATE TECHNOLOGY PRIORITIES	ANTICIPATED BENEFIT(S)/CAPABILITIES OR BARRIERS
IT/Communication division by promoting the programmer to a responsible position of IT Team Leader and then hiring another programmer to assist with the growing agency demands. The IT Team Leader will now supervise the network specialist and the newly hired programmer.			keep up with the technological demands of the licensed and regulated community and business trends.
All IT expenditures are procured through the DIR Cooperative Contracts. If a contract does not exist or costs are prohibitive, an exemption is filed with DIR in order to gain authorization prior to purchase.	Goal 1 – Resource Development	Enterprise Planning and Collaboration	The contracts allow the agency to purchase items using the large quantity buying power of the state contracts which a small agency normally would not be able to do.

Appendix A – Strategic Planning Process

June – October 2012 – Agency undergoes comprehensive Sunset Review

August 2012 – Board receives and accepts FY 2013-2017 Strategic Plan

August 2012 – June 2013 – Agency staff implements strategic planning initiatives via cross functional implementation teams

December 2012 – Sunset Advisory Commission releases final report with recommendations for changes to TBPE statute

May 2013 – Final Sunset Legislation (SB204 and HB1685) passed by legislature

June 2013 – Staff meets at agency wide retreat to update and revise interim strategic planning goals, objectives, and project teams

October – November 2013 – Agency staff completes Survey of Employee Engagement (SEE) with excellent results. Outcomes information is provided to staff and strategic planning teams for action.

March 2014 – Agency submits Quality Texas – Progress Level application

April 2014 – SWOT analysis survey sent to various stakeholder groups, including PEs, EITs, engineering organizations, agency staff, and Board and Emeritus Members

May 2014 – Board meets for two day strategic planning retreat

June 2014 – Board Education, Government, and Industrial Advisory committees meet and provide input on strategic plan

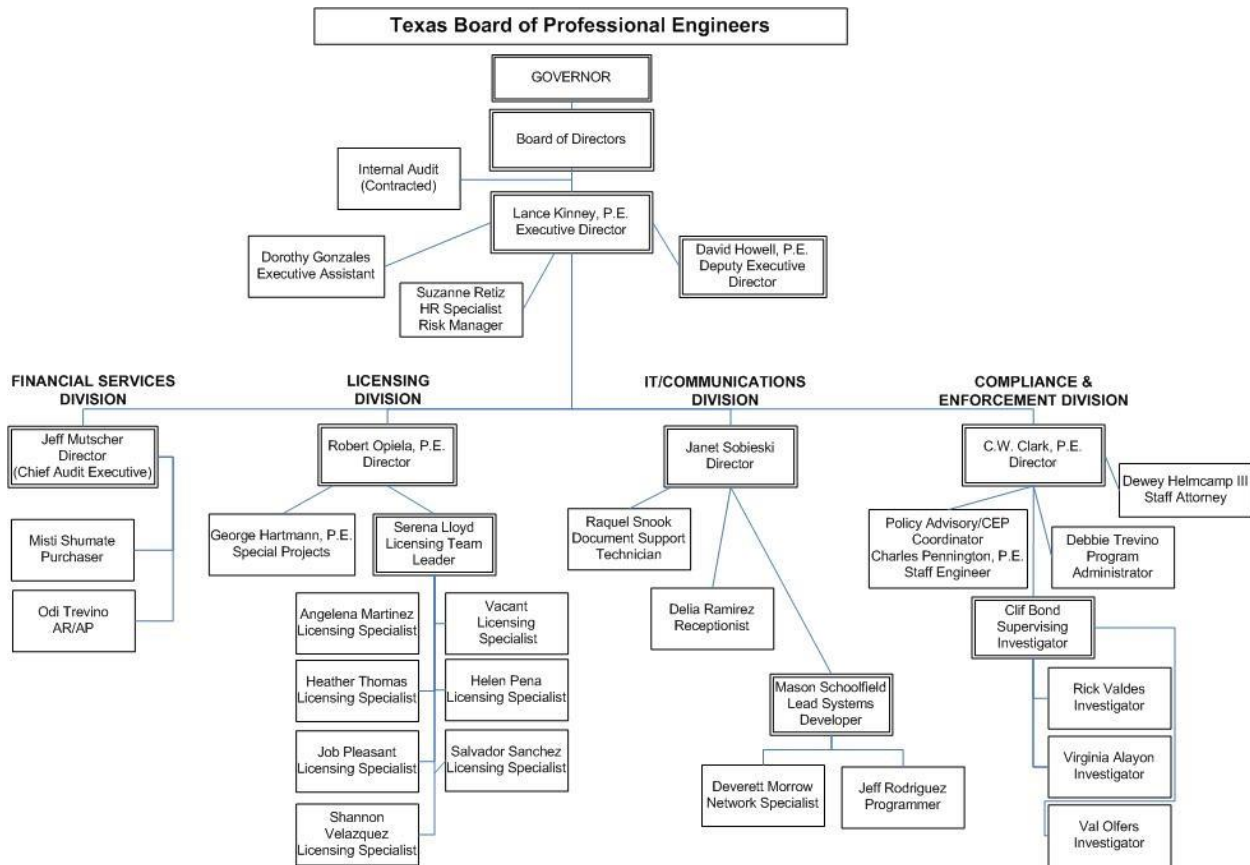
June 2014 – Agency staff meets for one day strategic planning retreat

June 2014 – Agency recognized by Quality Texas Foundation for demonstrating a sound, balanced approach to organizational management and performance improvement

July 2014 – Agency compiles and analyzes data from advisory committees, SWOT analysis, Quality Texas, SEE, stakeholder survey responses, and input from board and agency staff retreats to compile the TBPE Strategic Plan for 2015-2019.

July 2014 – Agency strategic planning implementation teams will be formed to execute strategic planning goals and objectives

APPENDIX B: Organizational Chart (current as of June 2014)



APPENDIX C – FIVE YEAR PROJECTION OF OUTCOMES

All performance measures and benchmarks were revised in 2013 as a result of ongoing strategic planning implementation and as a result of Sunset statutory reporting changes. All performance measures are tracked internally to measure progress and note areas of improvement and are reported to the Board twice each year. The reporting format was changed in 2014 to better reflect functional operations. The measures are revised on an ongoing basis as new strategies and priorities are identified.

APPENDIX D – Performance Measures and Definitions

All measures and definitions included in this report are current and approved by the Board as of May 2014. With the current review of strategic objectives and measurements, these measures are subject to change to align with agency business needs. The official agency performance measure definitions and parameters are kept up-to-date via the agency Wiki system.

Compliance & Enforcement

1. Percent of Licensees with No Disciplinary Actions taken by the Board (Outcome)
2. Number of Cases Opened and the Number Opened from the Public (Outcome)
3. Number of enforcement Cases that Allege a Threat to Public Health, Safety and Welfare and the Disposition of those Cases (Outcome)
4. Number of Complaints Resolved and the Number of those from the Public (Outcome)
5. Average Time for Complaint Resolution (Efficiency)
6. Recidivism Rate of Licensees (Outcome)
7. Number of Complaints Resolved and Number Resulting in Disciplinary Action taken by the Board (Outcome)
8. Number of Complaints Dismissed and the Reason for dismissal (Outcome)
9. Number of sanctions imposed by Board Action and Type (Outcome)
10. Number of Cases of Unlicensed Practice (Outcome)
11. Number of Disciplinary or Administrative Actions Taken by Type and by Board Action Level (Output)
12. Percentage of continuing Education Audits in compliance with requirements (Explanatory)

Licensing

1. Total Number of Individuals Licensed (Explanatory)
2. Number of New Licenses Issued to Individuals. (Output)
3. PE Licenses Renewed by Quarter (Output)
4. Average Processing Time per New Individual Licenses Issued (by type) (Efficiency)
5. Percentage of Applications received online (Explanatory)
6. Percentage of Individual License Renewals Handled On-Line (Explanatory)
7. Total Number of Firms Registered (Explanatory)
8. Number of New Firm Registrations (Output)
9. Firm Registrations Renewed by Month (Output)
10. Percentage of Firm Renewals Handled Online (Explanatory)
11. Number of Individuals Examined (by exam type) (Explanatory)
12. Number of Certificate Holders (EIT) (Explanatory)

Communications

1. Percentage Rating for Customer Service / Satisfaction (Outcome)
2. Number of Attendees for Outreach Events (Output)
3. Average Cost Per Attendee for Outreach Activities (Efficiency)
4. Number of Outreach Events (Output)
5. Number of Website Hits / Downloads (Select Pages) (Output)

Workforce

1. Number of Staff Training Events (Output)
2. Number of Official Personnel Complaints (Explanatory)

Finance

1. Percentage of total dollar value of purchasing and public works contracts and subcontracts awarded to HUBs (Outcome)
2. Number of HUB Contracts and Subcontracts Awarded (Output)
3. Dollar Value of HUB Contracts And Subcontracts Awarded (Output)

Performance Measure Definitions

C&E 1 - Percent of Licensees with No Reported Violations (outcome)

Definition

The percent of the total number of licensed individuals at the end of the reporting period who have not incurred a violation within the current and preceding two years (three year total).

Purpose/Importance

Licensing individuals helps ensure that practitioners meet legal standards for professional education and practice, which is the agency's primary goal. This measure is important because it indicates how effectively the agency's licensing activities deter violations of professional standards established by statute and Board rules.

Expected Performance

Since the performance of this measure is based on various factors, the predicted performance will be based on average performance for the preceding three year period.

Desired Performance

Higher than historical average.

Method of Calculation

Percentage calculation is based on the total number of individuals currently licensed by the agency who have not incurred a violation within the current and preceding two years divided by the total number of individuals currently licensed by the agency. The numerator for this measure is calculated by subtracting the total number of licensees with violations during the three year period from the total number of licensees at the end of the reporting period. This measure is reported as a snapshot on the day the report is run.

C&E 2 - Number of Cases Opened and the Number Opened from the Public (outcome)

Definition

The number of enforcement cases opened as a result of a public (non-staff) complaint or finding and the number opened as a result of a staff-initiated complaint or finding.

Purpose/Importance

This measure indicates the number of cases opened as a result of public (non-staff) complaints compared to the number initiated by staff. This measure addresses enforcement workload. It is important to maintain a balance of public and staff initiated cases to ensure consistent, fair and effective enforcement of the Texas Engineering Practice Act.

Expected Performance

The performance of this measure is based on external factors. The predicted performance will be based on average performance for the preceding five year period.

Method of Calculation

This measure is compiled and reported quarterly. The actual numbers are reported from enforcement information. It will include the total number of cases opened during the reporting period and the number of those that are not initiated by staff. The percentage is calculated by dividing the number of cases opened by the public (non-staff) by the total number of cases opened within the same period.

C&E 3 - Number of Enforcement Cases that Allege a Threat to Public Health, Safety, or Welfare and the Disposition of those Cases (outcome)

Definition

Number of Enforcement Cases that Allege a Threat to Public Health, Safety, or Welfare and the Disposition of those Cases. This data includes enforcement cases closed that did not exclusively involve a violation of rules related to continuing education documentation or clerical violation.

Purpose/Importance

This measure is an indicator of number of non-clerical enforcement cases addressed by the Board. It is a measure of effective enforcement of the Texas Engineering Practice Act.

Expected Performance

The predicted performance for this measure is based on average performance for the preceding five year period.

Method of Calculation

This measure is compiled and reported quarterly. The actual numbers are reported from enforcement information. This measure counts the total number of cases closed per reporting period and excludes cases that exclusively involve a violation of rules related to continuing education documentation or clerical violation.

C&E 4 - Number of Complaints Resolved and the Number of those from the Public (output)

Definition

The total number of complaints resolved during the reporting period. This measure is reported as two values: Internal Complaints and External Complaints.

Purpose/Importance

The measure reflects the workload associated with resolving complaints.

Expected Performance

Since the performance of this measure is based on outside factors, the predicted performance will be based on average performance for the preceding five year period.

Desired Performance

Higher than historical average.

Method of Calculation

This measure is compiled and reported quarterly. A count of the total number of complaints during the reporting period upon which the Board took final action or for which a determination was made that a violation did not occur. This measure reports the total number of cases (complaints) resolved and the number of those that originated from an outside source (non-staff initiated).

C&E 5 - Average Time for Complaint Resolution (efficiency)

Definition

The average length of time to resolve a complaint during the reporting period.

Purpose/Importance

The measure reflects the agency's efficiency in resolving complaints (both internal and external). It is also related to staffing and productivity.

Desired Performance

Lower than historical average.

Method of Calculation

This measure is compiled and reported quarterly. The total number of calendar days per complaint resolved (summed for all complaints resolved during the reporting period) that lapsed from the date the case is opened in the database to the date the case is closed in the database, divided by the number of complaints resolved during the reporting period.

Typically, after a complaint is received by the Board, they are reviewed and analyzed for jurisdiction and determination of sufficient evidence, at which point the case is initiated in the database and a case number is assigned. Cases are closed in the database after final action on the complaint has been taken by the Board or it has been resolved without Board action.

C&E 6 - Recidivism Rate of Those Receiving Disciplinary Action (outcome)

Definition

The number of licensees who receive more than one disciplinary action taken by the Board at the end of the reporting period as a percentage of all licensed individuals who have received disciplinary actions from the Board during the preceding five-year period.

Purpose/Importance

The measure is intended to show how effectively the agency enforces its regulatory requirements and prohibitions. It is important that the agency enforce the Texas Engineering Practice Act and Board rules strictly enough to ensure consumers are protected from unsafe, incompetent and unethical practice by licensed professional engineers. This measure addresses the effectiveness of enforcement as a deterrent for future violations.

Expected Performance

Since the performance of this measure is based on various factors, the predicted performance will be based on average performance for the preceding five year period.

Desired Performance

Lower than historical average.

Method of Calculation

This measure is compiled and reported quarterly. It is calculated as a percentage by dividing the number of individuals against whom two or more disciplinary actions were taken by the Board within the five years preceding the report date by the total number of individuals receiving disciplinary actions from the Board within the same period.

C&E 7 - Number of complaints Resolved by Enforcement Action taken by the Board and the Manner that Action was Imposed (outcome)

Definition

Number of enforcement cases that were resolved during the reporting period by disciplinary action taken by the Board and the type of action taken by the Board.

Purpose/Importance

The measure is intended to show the extent to which the Board exercises its disciplinary authority. It is important that both the public and licensees have an expectation that the agency will work to ensure fair and effective enforcement of the Texas Engineering Practice Act and this measure seeks to indicate agency responsiveness to this expectation. The types of Actions required by 1001.254(b)(6)(B) include: stipulation, agreed settlement, consent order, default and order following a contested case.

Expected Performance

Since the performance of this measure is based on various factors, the predicted performance will be based on average performance for the preceding five year period.

Method of Calculation

This measure is compiled and reported quarterly. The actual numbers are reported from enforcement information. It will include the total number of cases closed by Board Action during the reporting period. The percentage is calculated by dividing the number of cases closed by Board Action by the total number of cases closed within the same period.

C&E 8 - Number of complaints Dismissed and Reason for Dismissal (outcome)

Definition

Number of enforcement cases that were dismissed during the reporting period and did not result in disciplinary action taken by the Board.

Purpose/Importance

The measure is intended to show the extent to which the Board exercises its disciplinary authority in proportion to the number of complaints dismissed. It also designates the reason for dismissal.

Expected Performance

This measure reports trends that are driven by external factors. The actual number has no upper or lower limits other than the historical data. The percentage of cases dismissed would be an indicator of the severity of the infractions as well as the merits of the complaint.

Method of Calculation

This measure is compiled and reported quarterly. The actual numbers are reported from enforcement information. It will include the total number of cases closed without Board Action (dismissed) during the reporting period and the reason.

C&E 9 - Number of Sanctions imposed by Board Action by Type (outcome)

Definition

Number of Sanctions imposed as a result of disciplinary action taken by the Board.

Purpose/Importance

The measure is intended to show the types of sanctions imposed by the Board. For any Board Action, multiple sanctions may be imposed including: penalty, ethics courses, censure of license or other restrictions or limitations.

Expected Performance

Trend data is difficult for this type of measure. It could be analyzed for each sanction type by comparing one period to another. This data will be presented in a tabular format for inclusion in the necessary report

Calculation Method

This measure is compiled and reported quarterly. The actual numbers are reported from enforcement information. The number of individual sanctions imposed do not equate to the number of cases resolved since the number of sanctions varies for each case. The quarterly numbers for each Sanction type can be compiled for an annual number.

C&E 10 - Number of Complaints Alleging Unlicensed Practice and the Number that are resolved by Board Action (outcome)

Definition

The number of enforcement cases opened due to the unlicensed practice of engineering in Texas and the number of those cases resolved by Board Action.

Purpose/Importance

It is critical that all individuals that offer and perform engineering services to the public are licensed with the Board. This measure is an indicator of the degree of unlicensed practice and a measure of effective enforcement of the Texas Engineering Practice Act.

Expected Performance

Since the performance of this measure is based on outside factors, the predicted performance will be based on average performance for the preceding five year period.

Method of Calculation

This measure is compiled and reported quarterly. The actual numbers are reported from enforcement information. This measure counts the total number of cases closed per reporting period indicating a violation for unlicensed practice of engineering.

C&E 11 - Number of Disciplinary or Administrative Actions Taken by Type and by Board Action Level (output)**Definition**

The total number of disciplinary actions taken by the agency against licensees during the reporting period.

Purpose/Importance

The measure reflects the workload associated with the number of disciplinary actions taken by the Board against licensees. It is important that the agency enforce the Texas Engineering Practice Act and Board rules strictly enough to ensure consumers are protected from unsafe, incompetent, and unethical practice by licensed professional engineers.

Expected Performance

Since the performance of this measure is based on outside factors, the predicted performance will be based on average performance for the preceding five year period.

Desired Performance

Higher than historical average.

Method of Calculation

This is a count of the total number of disciplinary actions issued by the agency against licensed individuals during the reporting period. Note that this measure is the number of disciplinary actions taken and is not the same as the number of cases closed with a disciplinary action. A single case may have multiple disciplinary actions.

C&E 12 - Percentage of Continuing Education Audits in compliance with requirements (explanatory)**Definition**

The percentage of audits performed by staff to verify continuing education documentation from license holders that have renewed during the reporting period which are timely and are not referred for possible enforcement action based on non-compliance.

Purpose/Importance

The Board is statutorily required to implement a continuing education program for the renewal of all active licenses. Part of that requirement is a periodic, random audit of compliance with the continuing education requirements in terms of amount and quality of

continuing education activities. The number of audits that are not referred to enforcement indicates the general acceptance of and compliance with the continuing education program and rules.

Desired Performance

Higher than historical average.

Method of Calculation

This measure is compiled and reported quarterly. This measure is the count of timely, acceptable audit responses divided by the total number of audits performed during the reporting period.

Licensing 1 - Total Number of Individuals Licensed (explanatory)

Definition

Total number of individuals licensed.

Purpose/Importance

The measure reflects the total number of currently licensed individuals, which indicates the size of the agency's primary constituency.

Expected Performance

The predicted performance for this measure is based on average performance for the preceding five year period.

Desired Performance

Higher than historical average

Method of Calculation

The total unduplicated number of individuals licensed. Three separate numbers are reported: the number of individuals in Active status, the number of individuals in inactive status, and the total number of individuals who are licensed (sum of Active and Inactive).

Licensing 2 - Number of New Licenses Issued to Individuals (output)

Definition

The number of licenses issued to individuals during the reporting period.

Purpose/Importance

A successful licensing structure must ensure that legal standards for professional education and practice are met prior to licensure. This measure is a primary workload indicator which is intended to show the number of unlicensed persons who were documented to have successfully met all licensure criteria established by statute and rule as verified by the agency during the reporting period.

Expected Performance

Since the performance of this measure is based on outside factors, the predicted performance will be based on average performance for the preceding five year period.

Desired Performance

Higher than historical average.

Method of Calculation

This measure counts the total number of new licenses issued to individuals during the reporting period, regardless of when the application was originally received. Licenses are

counted as new for persons who were previously licensed but whose license expired and were required to meet the same criteria as a new applicant.

Licensing 3 - PE Licenses Renewed by Quarter (output)

Definition

The number of licensed individuals who held licenses previously and renewed their license during the reporting period.

Purpose/Importance

License renewal is intended to ensure that persons who want to continue to practice engineering in Texas satisfy current legal standards established by statute and Board rules. This measure is intended to track the number of individuals renewing their license during the reporting period. It will also show the number that renewed relative to the number that could have renewed for the same period.

Expected Performance

Since the performance of this measure is based on outside factors, the predicted performance will be based on average performance for the preceding five year period.

Desired Performance

Higher than historical average.

Method of Calculation

This measure is compiled and reported based on renewal quarters. It will be reported for the four renewal periods ending on the last day of the months of March, June, September and December. The calculation will include renewals received 15 days after the expiration date to include late submittals.

Licensing 4 - Average Processing Time per New Individual Licenses Issued (by type)(efficiency)

Definition

The average processing time of initial individual license applications from the time the initial application is received until the date the application is sent to the director of licensing for review.

Purpose/Importance

This measures the ability of the agency to process new applications in a timely manner and its responsiveness to its primary constituent group. This measure is also tied to staffing and productivity. This is a primary measure of effectiveness for the Licensing division. It can be used to demonstrate the effectiveness of changes made in staffing, processes or procedures.

Expected Performance

There are several functional ways to use this measure. To serve all functions, this measure will have both a historical average to compare to as well as a target to drive towards. The target will be set internally and will be lower than the average and the current performance level.

Desired Performance

Lower than historical average.

Method of Calculation

The average number of days is calculated as the difference between the date the application is received (based on fee receipt date) and the date it is sent to the director of licensing for technical review during the reporting period (based on the status change in TIDE). This measure is calculated for two application types: Applications for PE waivers and other applications (No Exams and PE Exam). Applications that take over 180 days are considered non-standard and are removed from the calculation to allow for determination of the processing time for a standard application.

Licensing 5 - Percentage of Individual License Applications Received Online (explanatory)**Definition**

The percent of individual license applications processed using the online system during the reporting period.

Purpose/Importance

The agency has developed an online license application system. This results in a convenience for applicants, potential savings in agency cost, manpower, and processing time, and more accurate licensing and financial data.

Expected Performance

The predicted performance will be based on average performance for the preceding five year period (began 2012).

Desired Performance

Higher than historical average.

Method of Calculation

The total number of individual license applications received and processed online is divided by the total number of individual license applications received during the reporting period.

Licensing 6 - Percentage of Individual License Renewals Handled On-Line (explanatory)**Definition**

The percent of individual license renewals processed using the on-line renewal system (ECHO) during the reporting period.

Purpose/Importance

The agency has developed an on-line license renewal and profile management system called ECHO. This results in a savings in agency cost, manpower, and processing time, and more accurate licensing and financial data.

Expected Performance

The predicted performance will be based on average performance for the preceding five year period.

Desired Performance

Higher than historical average.

Method of Calculation

The total number of renewals processed using the ECHO system is divided by the total number of individual licenses renewed during the reporting period.

Licensing 7 - Total Number of Firms Registered (explanatory)**Definition**

Total number of firms registered at the start of the reporting period.

Purpose/Importance

The measure reflects the total number of currently registered firms which indicates the size of the agency's engineering business constituency.

Expected Performance

The predicted performance for this measure is based on average performance for the preceding five year period.

Desired Performance

Higher than the historical average

Method of Calculation

The total unduplicated number of firms registered at the start of the reporting period.

Three separate numbers are reported: the number of 'regular' registered firms, the number of 'sole practitioners', and the total number of 'firms' that are registered (sum of regular and sole practitioner).

Licensing 8 - Number of New Firm Registrations (output)**Definition**

The number of new registrations issued to engineering firms during the reporting period.

Purpose/Importance

A successful licensing structure must ensure that legal standards for registration are met for engineering firms. This measure is a primary workload indicator which is intended to show the number of engineering firms who were documented to have successfully met all registration criteria established by statute and rule as verified by the agency during the reporting period.

Expected Performance

Since the performance of this measure is based on outside factors, the predicted performance will be based on average performance for the preceding five year period.

Desired Performance

Higher than historical average.

Method of Calculation

This measure counts the total number of new registrations issued to firms previously unregistered in Texas during the reporting period, regardless of when the application was originally received.

Licensing 9 - Firm Registrations Renewed by Month (output)

Definition

The number of registered firms that were registered previously, and renewed their registration during the reporting period.

Purpose/Importance

Firm registration renewal is intended to ensure that engineering firms who want to continue to offer or perform engineering services in Texas satisfy current legal standards established by statute and Board rules. This measure is intended to track the number of entities renewing their registration during the reporting period. It will also show the number that renewed relative to the number that could have renewed for the same period..

Expected Performance

Since the performance of this measure is based on outside factors, the predicted performance will be based on average performance for the preceding five year period.

Desired Performance

Higher than historical average.

Method of Calculation

The measure is a count of firm registrations eligible for renewal and the number renewed during the reporting period. This measure is a sum of registrations that have renewed by all methods, including paper renewals and online renewals. This report will exclude all payments where a late fee was assessed..

Licensing 10 - Percentage of Firm Renewals Handled On-Line (explanatory)

Definition

The percent of firm registration renewals processed using the on-line renewal system (ECHO) during the reporting period.

Purpose/Importance

The agency has developed an on-line firm registration renewal and profile management system called ECHO. This results in a savings in agency cost, manpower, and processing time, and more accurate licensing and financial data.

Expected Performance

The predicted performance of this measure will be based on the average of the performance for the preceding five year period.

Desired Performance

Higher than historical average.

Method of Calculation

The total number of firm renewals processed using the ECHO system is divided by the total number of firm registrations renewed during the reporting period.

Licensing 11 - Number of Individuals Examined (by exam type) (explanatory)

Definition

The number of individuals to whom examinations were administered during the reporting period. If an individual took more than one examination during the reporting period, each examination is reported.

Purpose/Importance

The measure reflects the number of individuals examined which is a primary step in licensing the individual. It is a general indicator of workload. The functions related to exam registration, administration and grading are handled by a third party under contract.

Expected Performance

The predicted performance will be based on average performance for the preceding five year period.

Desired Performance

Higher than historical average.

Method of Calculation

This measure is the total number of examinees that attended an examination, including all that have the status pass, fail, or other statuses such as IRR, INV, etc. This number is determined after the examination data has been merged into TIDE. From the Flex Report, subtract the number of examinees with the status "no grade" from the total number of examinees to determine the number of individuals that attended the exam. The number of examinees for the Fundamentals of Engineering and the Principles and Practice of Engineering examinations is reported separately. Structural exam information (Lateral and Vertical) is not included in the PE exam totals and is reported separately.

Licensing 12 - Total Number of Certificate Holders (EITs) (explanatory)

Definition

Total number of Engineer in Training (EIT) certificate holders.

Purpose/Importance

The measure reflects the total number of currently registered Engineers in Training. The number of EITs has no direct effect on agency workload.

Expected Performance

The predicted performance for this measure is based on average performance for the preceding five year period.

Desired Performance

Higher than historical average

Method of Calculation

The total number of individuals registered at the start of the reporting period.

Communications 1 - Percentage Rating for Customer Service/Satisfaction (outcome)

Definition

The percent of the total number of licensed individuals surveyed who indicate that the agency provides services or products that meet their needs and expectations.

Purpose/Importance

Feedback from our regulated community is an important tool to determine the agency's effectiveness. This measure is an indicator of customer satisfaction with the agency's performance, services, and products.

Expected Performance

The predicted performance will be based on average performance for the preceding five year period.

Desired Performance

Higher than historical average.

Method of Calculation

Calculated as total number of license holders, indicating that they 'agree' or 'strongly agree' on the overall quality question divided by the number of respondents to customer service survey. Calculation presented as a percentage.

Communications 2 - Number of Attendees for Outreach Events (output)**Definition**

Total number of attendees at outreach events presented by agency staff during the reporting period.

Purpose/Importance

An important aspect of encouraging compliance with the Act and Board rules is to inform the public and the engineering community of the roles, responsibilities, and requirements for professional engineers. Outreach presentations are an important part of this communication effort.

Expected Performance

Since the performance of this measure is based on outside factors, the predicted performance will be based on average performance for the preceding five year period.

Desired Performance

Higher than historical average.

Method of Calculation

This measure counts the number of attendees at outreach presentations given by staff during the reporting period.

Communications 3 - Average Cost Per Attendee for Outreach Activities (efficiency)**Definition**

Average cost expended per attendee for outreach activities completed during the reporting period.

Purpose/Importance

An important aspect of encouraging compliance with the Act and Board rules is to inform the public and the engineering community of the roles, responsibilities, and requirements for professional engineers. Outreach presentations are an important part of this communication effort. This measure represents the ability of the agency to control costs related to outreach activities.

Desired Performance

Lower than Historical average.

Method of Calculation

The total cost (including travel expenses, lodging, and other associated costs, but excluding staff salaries) for all outreach activities during the reporting period, divided by the number of attendees of all outreach activities during the reporting period.

Communications 4 - Number of Outreach Events (output)**Definition**

Total number of outreach events that staff presents during the reporting period.

Purpose/Importance

An important aspect of encouraging compliance with the Act and Board rules is to inform the public and the engineering community of the roles, responsibilities, and requirements for professional engineers. Outreach presentations are an important part of this communication effort.

Expected Performance

Since the performance of this measure is based on outside factors, the predicted performance will be based on average performance for the preceding five year period.

Desired Performance

Higher than historical average.

Method of Calculation

This measure counts the number of outreach presentations given by staff during the reporting period.

Communications 5 - Number of Website Hits/Downloads (Select Pages)(output)**Definition**

The number of hits/downloads to particular agency's website.

Purpose/Importance

An important aspect of encouraging compliance with the Act and board rules is to inform the public and the engineering community of the roles, responsibilities, and requirements for professional engineers. It is also vital to communicate board activities and other information to the general public. An accurate and informative website is critical to communicating this information.

Expected Performance

Since the performance of this measure is based on outside factors, the predicted performance will be based on average performance for the preceding five year period.

Desired Performance

Higher than historical average.

Method of Calculation

The number of visits to specific pages is totaled for the reporting period. These include:

- Index page
- PE Search
- Downloads
- Licensing App
- ECHO Login

Workforce 1 - Number of Staff Training Events (output)

Definition

The total number of training events attended by staff members during the reporting period.

Purpose/Importance

Staff education, training, and continuous improvement are vital to having a high performance organization. Board rules provide for training opportunities for staff members and all directors encourage staff members to improve their professional skills.

Expected Performance

Since the performance of this measure is based on outside factors, the predicted performance will be based on average performance for the preceding five year period.

Desired Performance

Higher than historical average.

Method of Calculation

This measure is a sum of all training events attended by all staff members during the reporting period.

Workforce 2 - Number of Official Personnel Complaints (explanatory)

Definition

The total number of official personnel complaints received during the reporting period

Purpose/Importance

The measure indicates the total number of personnel complaints filed with the Texas Workforce Commission against the agency and represents a measure of the quality of the work environment at TBPE.

Expected Performance

The predicted performance for this measure is based on average performance for the preceding five year period.

Method of Calculation

The agency counts the total number of official complaints filed with the Texas Workforce Commission during the reporting period.

Finance 1 - Percentage of Total Dollar Value of Purchasing and Public Works Contracts and Subcontracts Awarded to HUBs (outcome)

Definition

The percentage dollar value of Contracts and Subcontracts awarded to HUB during the reporting period.

Purpose/Importance

It is a statewide initiative to give preference whenever possible to a HUB.

Target is set at the State Average 14.1%

Desired Performance

Higher than Target

Method of Calculation

The measure is calculated by dividing the total dollar amount of contracts and subcontracts awarded to HUB by the total dollar amount of contracts and subcontracts awarded during

the reporting period. Two versions of this measure are calculated and reported: (1) includes the total dollar amount of ALL contracts, and (2) includes the total dollar amount of ALL contracts minus the NCEES/ELSES contract. This provides a comparison of our actual local HUB usage.

Finance 2 - Number of HUB Contracts and Subcontracts Awarded (output)

Definition

The number of HUB Contracts and Subcontracts awarded during the reporting period.

Purpose/Importance

It is a statewide initiative to give preference whenever possible to a HUB.

Expected Performance

Since the performance of this measure is based on outside factors, the predicted performance will be based on average performance for the preceding five year period.

Desired Performance

Higher than historical average.

Method of Calculation

The measure is a count of the total number of HUB Contracts and Subcontracts that are awarded during the reporting period.

Finance 3 - Dollar Value of HUB Contracts And Subcontracts Awarded (output)

Definition

The total dollar value of HUB Contracts and Subcontracts awarded during the reporting period.

Purpose/Importance

It is a statewide initiative to give preference whenever possible to HUB.

Expected Performance

Since the performance of this measure is based on outside factors, the predicted performance will be based on average performance for the preceding five year period.

Desired Performance

Higher than Historical average.

Method of Calculation

The measure is a sum of the dollar amounts of the HUB Contracts and Subcontracts that are awarded during the reporting period. Two versions of this measure are calculated and reported: (1) includes the total dollar amount of ALL contracts, and (2) includes the total dollar amount of ALL contracts minus the NCEES/ELSES contract. This provides a comparison of our actual local HUB usage.

APPENDIX E – Workforce Plan

FORWARD

The Texas Board of Professional Engineers Workforce Plan provides an overview of agency staffing information. The agency has been successful in meeting its mission and goals and providing excellent service with a highly trained and skilled staff of motivated individuals. The agency has been able to work smarter and leverage technology to address a significant increase in the number of licensees while holding total staffing relatively flat. The Workforce Plan forecasts staffing goals, workforce skills, demographics and trends required to continue to ensure the high standard of agency operations and services.

OVERVIEW

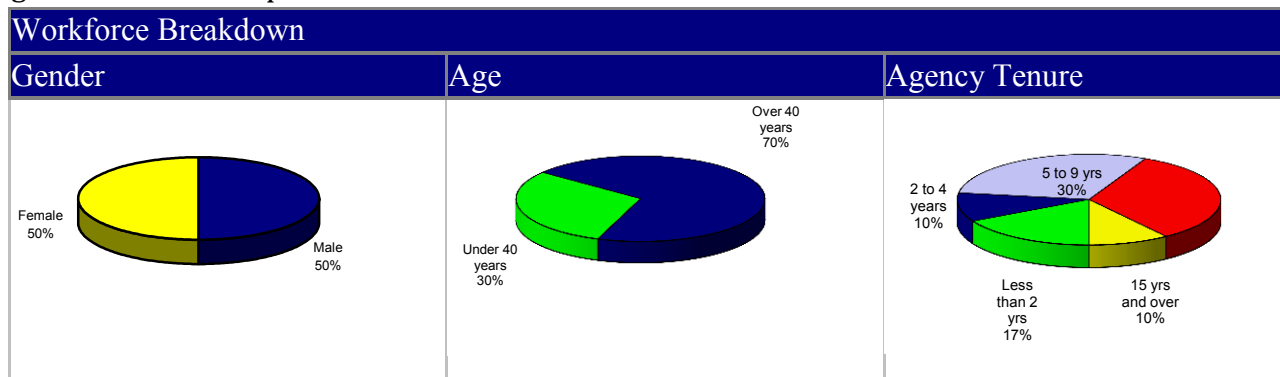
The agency works effectively and efficiently under the SDSI project program and currently employs 31 full-time employees, which requires most staff members to perform multiple job functions. The Board expects high standards of performance and customer service that require the agency to maintain a highly engaged and skilled workforce.

The knowledge, skills, and experience of our employees are vital to meet the goals and objectives of the Board. The last five years has seen a significant growth in workload; however, advances in internal technology and staff training and skills have allowed the agency to continue to provide quality customer service to meet its mission and goals without a relative increase in staff. Current strategic goals are aligned to support the development of the agency workforce, including training, communications, agency environment, and succession and retention planning

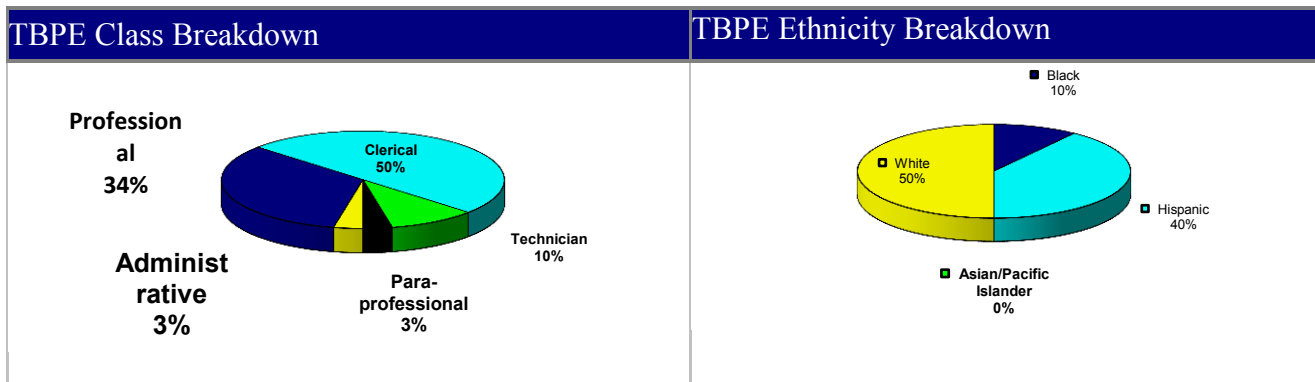
WORKFORCE DEMOGRAPHICS

Gender, Ethnicity, Age

The following charts profile the agency's workforce as of June 2014. The agency's workforce comprises 50% females and 50% males. 70% of the employees are over the age of 40. A little more than 25% of employees have less than five year's agency service. This percentage warrants training programs to ensure our employees maintain professional growth and development.



A total of 31 full-time positions are budgeted and 30 are filled, including one exempt position. Using EEO definitions, currently there are: Officials and Administrators - 1; Professionals - 10; Clerical Employees - 15; Para-professional - 1 and Technicians - 3. Six Professional Engineers are on staff to analyze and evaluate technical engineering issues and the technical/professional credentials of applicants. The ethnic distribution of the staff is 50% White, 40% Hispanic, and 10% Black. There are no Asian/Pacific Islander members currently on staff.



Employee Turnover

Turnover is an important issue in any organization and the Board is no exception. Average tenure in the agency is just over 8 years. By focusing on employee retention and performance improvement issues, the agency turnover rate has remained steady with a two year average of 6.5%.

Retirement Eligibility

During the last two years, the Board lost no employees due to retirement. The agency estimates that the agency could lose seven employees in the next five years due to retirement. The agency is working on career ladder and retention programs, as well as overall staffing and workload to address this potential change.

FUTURE WORKFORCE PROFILE

The new goals of the agency identified as Customer Communication, Organizational Resource Development, and Process and Product Improvements, along with agency Core Functions of Licensing and Enforcement provide us with a context for future workforce planning.

A. Critical Functions

- Enhancement of communication and outreach functions;
- Enhancement and improvement of internal processes; and
- Continued development of in-house IT initiatives.

B. Expected Workforce Changes

- Increased use of technology to revise and streamline work processes; and
- Increased employee cross-training in functional areas.
- Career Ladder, Retention, and Recruiting Programs

C. Anticipated Increase/Decrease in Number of Employees Needed to Do the Work

- Due to optimizations, the agency does not anticipate an increase in FTE count;
- Agency will review staffing needs in light of improvements, process changes, and staffing changes.

D. Future Workforce Skills Needed

To administer the variety of activities required in an efficient and effective manner, the agency relies on a competent and knowledgeable staff. In addition to the competencies listed before, additional skills will be essential for future positions:

- Communication skills – both interpersonal and external presentation skills;
- Process analysis and improvement;
- Technology and computer skills;
- Project management;
- Performance management;
- Strategic planning; and
- Business process re-engineering.

APPENDIX F – Survey of Employee Engagement

TBPE December 2013 Results

Results from the biennial Survey of Employee Engagement (SEE) showed a significant 10% increase in overall employee satisfaction and engagement over the previous survey results. The Institute for Organizational Excellence reports that typical overall scores range from 325-375, and TBPE scored a 408. The survey compiles all individual questions into component constructs such as supervision, teamwork, quality, physical environment, pay, benefits, diversity, strategic, internal and external communication, information systems, employee engagement, employee development, and satisfaction. TBPE exceeded all state agency benchmarks on all component constructs in the survey. Each construct increased from the last reporting period, and each score (except for pay) indicated an area of substantial strength for the agency.

Survey of Employee Engagement Implementation Plan

Goal: To become the model for other state agencies as the “best” place to work in Texas.

Objective: Address issues raised by the Survey of Employee Engagement with the goal of continuing to raise our scores over the next reporting period.

Scope: As part of the Journey Toward Excellence framework, the Survey of Employee Engagement (SEE) is an opportunity to engage with staff on workplace focus by addressing areas of concern.

Methodology: Engage all staff members in a solution-based approach to problem solving through strategic planning teams to address any issues indicated in the SEE results. Continue to address previous areas of concern to maintain high levels of performance and engagement.

- Release Survey Results to Staff
Sharing and review of data by all staff members to determine areas that should be addressed and involving everyone in the development of plans to address any issues. In 2013, the full SEE report, including raw data, was released to the full agency staff within 24 hours of receipt.
- Executive Management Review
The Executive Management Team reviews the data and assists by leading, participating in, and facilitating the needs of the individual strategic planning implementation teams.

- Strategic Planning

The strategic planning process at the Board and staff retreats included the SEE results to provide data and context for the goals and vision moving forward. What has emerged from this process is a continued focus on investing in enhancing workforce support in order to keep a highly skilled and engaged workforce.

- Follow-up Communication Plan

Communication of SEE results as well as the continuous improvement process has become an integral part of the culture at TBPE. Staff involvement at all levels is encouraged and expected. Throughout the year at monthly staff meetings, information related to strategic implementation team progress will be communicated to all staff.

Appendix: G

EXTERNAL/INTERNAL SWOT ANALYSIS

Prior to the development of the strategic plan, a stakeholder survey was sent to various stakeholder and customer groups, staff, and Board members. The instrument developed was sent via email and results were analyzed by the strategic planning team to develop strategic goals and objectives.

Strengths: Leadership vision, competent staff, work product, national standing, customer service, public safety commitment, continuous improvement and innovation, technology usage.

Weaknesses: Available resources, workload high, too much information, lagging behind innovation, internal follow-through and communication.

Opportunities: Quality initiatives, improved processes, technology, enforcement actions, education and communication, internal communication, training, and stakeholder input.

Threats: Budget concerns, state economy, changes in technology, education system for future engineers, population growth, and bureaucracy.